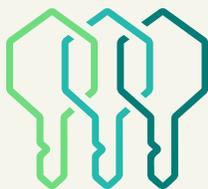
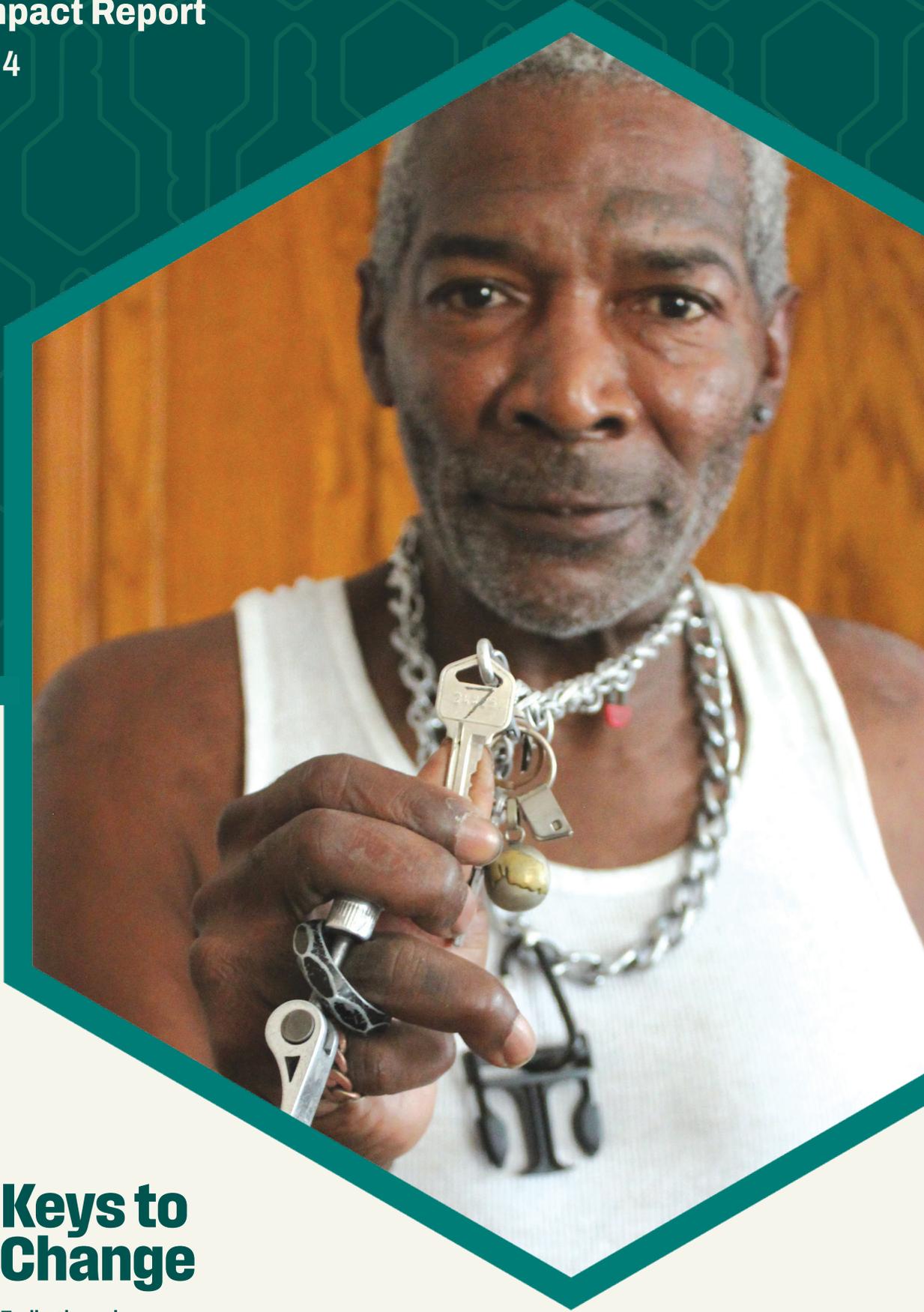


Annual Impact Report
2023-2024



**Keys to
Change**

Working together. Ending homelessness.

FY 2024

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A Letter from our CEO

Dear Friends and Supporters of Keys to Change,

It's official! To more effectively convey our vision, Human Services Campus, Inc. is now **Keys to Change**. For several years we have implemented and led programs beyond the Campus at 12th Avenue and Madison, holding several "keys" to addressing homelessness.



Key Campus, formerly the Human Services Campus, is our signature program. It is the model of collaboration to serve people experiencing homelessness; a force of 15 independent organizations all working together to serve people every single day. As we head into our 20th year of service, we are renovating and upgrading thanks to an investment from the Maricopa County Industrial Development Authority. Next year will bring many opportunities for us to invite you to visit and see our refreshed, client-centric, trauma-informed spaces.

Other keys are the execution of bi-monthly Project Connect events across the Valley, three Bridge Housing sites, a multi-disciplinary street outreach team, and a focused effort on advocacy and collaborating for strategic policy change. Our voice is amplified through the monthly production of "McQuaid Mission", web-based episodes in partnership with STN (Social Television Network), that shares the challenges of and solutions to homelessness. We invite you to watch and take action!

We have closed another fiscal year, and in the following pages you will see the impact of our programs, and our gratitude for our donors and volunteers. Behind this impact are several hundred employees and an engaged Board of Directors who made it all happen. In support of our continued growth, we addressed some housekeeping items such as upgrading the accounting and payroll systems, and restructuring the administrative team.

It was a high impact year of working with public and private partners across the Valley of the Sun to move the needle on homelessness towards functional zero. This is a future state where homelessness, when it happens, is rare, brief, and non-recurring. Functional zero is achievable, with several "keys" that unlock a continuum of services and solutions.

There is positive momentum across the community, and we wouldn't be making it happen without you.

With gratitude,

A handwritten signature in black ink, appearing to read "Amy Schwabenlender". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Amy Schwabenlender | CEO



Keys to Change is thrilled to share some of our notable achievements for the fiscal year ending June 30, 2024:

- Keys to Change served **18,609** unduplicated individuals across all of our programs. Each received food, clothing, and hygiene supplies, with access to shelter, medical services, and client navigation for permanent housing.
- **13,201** individuals visited the Brian Garcia Welcome Center. Clients received assistance accessing Diversion services, Bridge Housing referrals, Flex Funds, and Emergency Shelter.
- **1,000** individuals across Maricopa County received services through the Street Outreach and Project Connect programs.
- **857** individuals were served through Bridge Housing.
- **64,867** pieces of mail moved through the Key Campus post office, serving **6,669** clients.
- **15,361** showers provided for **2,726** individuals.

18,609

unduplicated individuals served across all Keys to Change programs



1,383

Individuals found permanent housing through Keys to Change



4,663

individuals accessed safe shelter in Respiro and Overflow



1,110

individuals received Flex Funding for eviction prevention and move-in assistance

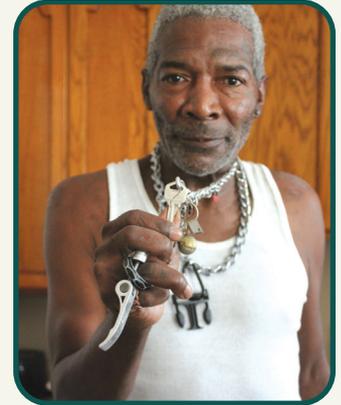


Working together. Ending homelessness.

Stories from the Past Year

Yvester (Preacher) Johnson | Key Client

Yvester, known in the community as “Preacher,” has struggled with housing insecurity since he was a boy, constantly moving with his mom and siblings to escape abuse. He’s been chronically homeless for the last 27 years and knows first-hand the brutality of living on the street. Yvester’s been engaged with local homeless outreach services since at least 2017. Since then, opportunities for permanent housing were present but not necessarily practical. Systemic issues like criminalization and generational trauma are significant barriers. Inconsistent funding and capacity issues within social services system also impact an individual’s journey. And while substance use and crisis-based decision-making are coping mechanisms on the streets, they can become personal barriers once housed.



But in January 2024, Yvester decided he had enough. “I started seeing more people than ever out there [on the street], and so many that didn’t want to be. ...I said I don’t care what it takes, I’m gonna get it [a home]. If I gotta get up and spend three or four hours every day doing whatever I have to do to just stay on track, I’m gonna get up and I’m gonna do it. The program’s there for you but they’re not going to do it for you.”

Four months later, with a lot of hard work, Yvester moved into his own apartment in May 2024! He has nice neighbors in a quiet neighborhood where he is offered support and invited to play bingo. He is most excited to spend time with his grandchildren.

“My mother would no doubt be so happy to see how things worked out for me. This would have been a great thing for her to see if I could have showed her this.” He is committed to taking it one day at a time and “doing the work” of staying housed.

Linda Wendrick | Key Volunteer

It’s always a joy to see her email address on new shift confirmations! We first met Linda when she volunteered with us at Veteran Stand Down in 2023. Since that time, she’s lent a hand all around Campus, often checking our social media links to sign up for volunteer opportunities. Linda is one of those “down for anything” volunteers who sees the big picture and cares about the details. She exemplifies the spirit of collaboration at the core of Keys to Change’s mission.



“I volunteer because it gives me a sense of belonging, gives me a purpose. It keeps me focused on me, too.” Linda draws on her own lived experience with homelessness to provide unique insight and a personal touch. She understands that is important to package the granola bars apart from the soap when building outreach kits. “Who wants to eat soap?” she said. And she understands that people really just want to be seen. “We all come from the same seed. And we all grow at different rates, and some of us become blemished. But just because you’re blemished right now, it doesn’t mean you can’t become beautiful again! I am them because they are me.”

At a recent Thirst Aid event, Linda brought her family to volunteer. “I can’t lift the case of water, but I can greet people and carry conversation, and I can show my daughter and granddaughter about giving back, and share this part of me.”

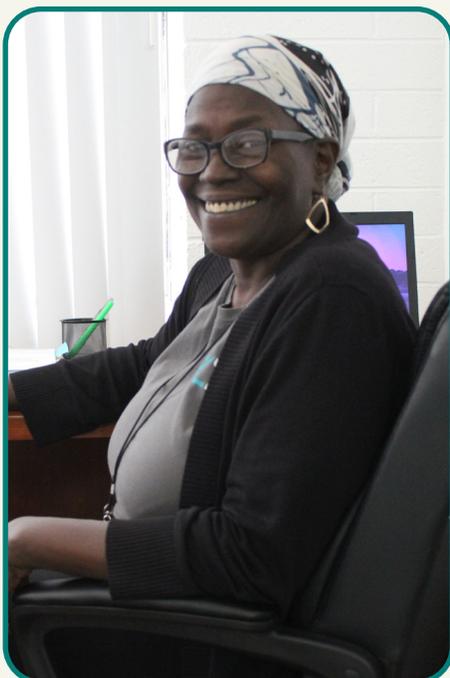
Brian and Roxanne McCafferty | Key Donors

Brian McCafferty has been sharing his time and treasure with Keys to Change through its predecessor and partner organizations for more than two decades. The connection began through his volunteer work in what is now the Keys Campus mailroom, the only non-USPS operated post office and the only post-office dedicated exclusively to the unhoused population. Volunteering at the post office was part of Brian's sobriety, having been challenged to service by his AA sponsor, Chaplain Dave, then a leader at one of the campus organizations. Service work was a critical component of Brian's sobriety journey, giving him an opportunity to find meaning and purpose through connection to others. He had many tender and meaningful experiences working with clients in the mailroom. "My work on the Campus was an integral part of a transformative time for me," Brian explains. Before long, Mike McQuaid took notice of his generous spirit and ability to get things done and began leveraging Brian in other ways. He served on committees, on the board as the Human Services Campus was just beginning to take shape, and most recently as a donor.



Today, Brian and his wife Roxanne generously sponsor the annual breakfast both as individuals and through his business, Avondale Toyota. Their passion and call to others is to step up and give of their time, talent or treasure to Keys to Change because it matters and because it works. "Here," Brian says, "The more a client puts in, the more they get out of it. If a client follows the Keys program, they can truly end their homelessness."

Brian and Roxanne are honored to be a part of an organization that helps individuals find connection in their lives and safety in their own home. "When I needed help, I found that helping others was most often what I needed to heal. Giving to Keys to Change transforms lives for clients, volunteers and donors alike."



Using the Power of Collaboration to Create Solutions to End Homelessness

Keys to Change provides support via the Garcia Family Foundation to Arizona State University's Action Nexus on Housing and Homelessness, which resides in ASU's Watts College. Through this unique partnership, Keys to Change and community partners benefit from ASU lending its expertise and resources at a regional level to build collaborations and provide direct capacity to Keys to Change and partners.

A few of the Action Nexus' accomplishments in FY 2024 include:

Interns: Ten interns collectively completed over 4,300 hours of service to Key Campus. Projects included organizing and analyzing data from Client Town Halls, facilitating voter registration/rights restoration sessions, evaluating effectiveness of Respiro Shelter, and more.

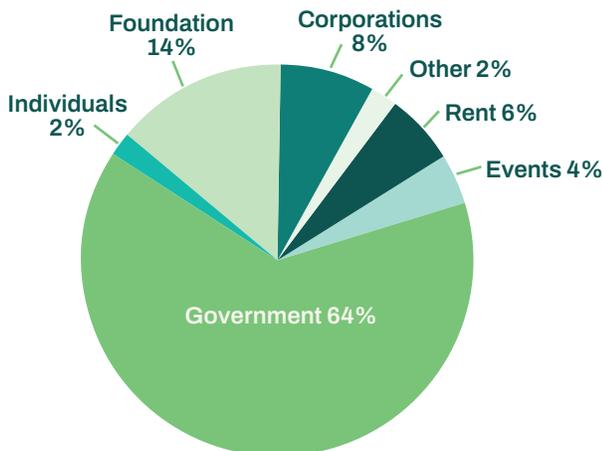
Lived Experience Advisory Council: Provided expertise and feedback on a variety of community projects and initiatives with a trauma-informed lens, ensuring dignified and nondiscriminatory care of clients.

Faculty: Faculty collaborated with the Action Nexus team on several research projects including AzHAC (Arizona Housing Analytics Collaborative), a project among Arizona's three public universities in data collection, analysis, and dissemination to support policy and practice communities in preventing and intervening in homelessness across the state. Over time this work will inform systems change opportunities to reduce homelessness.

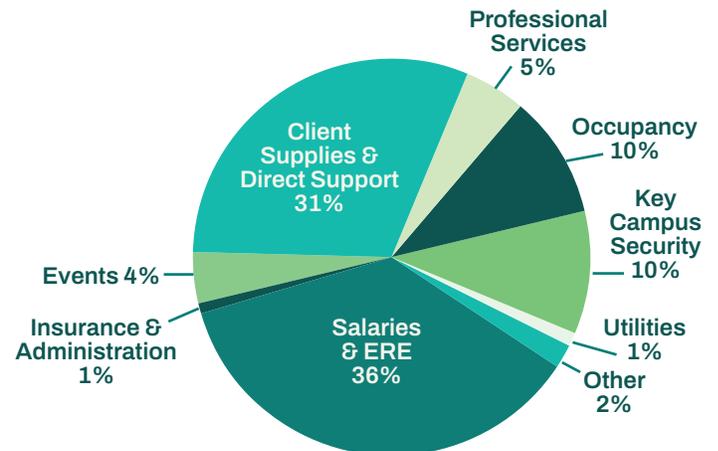


Keys to Change | FY 2024 Financials:

REVENUE



EXPENSES



Key Campus | FY 2024 Partner Impact:

- **A New Leaf**
Served **93** single adult men and women with Rapid Rehousing Services, an effective housing strategy to provide permanent housing.
- **Arizona Department of Economic Security**
Completed **19,093** client visits for assistance with Benefits and Medical Eligibility, connecting individuals with State benefits and SNAP (Supplemental Nutrition Assistance Program).
- **Brighter Way Institute**
Provided **17,912** dental services to **3,036** patients. This includes a total of **6,055** services to **1,021** Veterans.
- **Central Arizona Shelter Services (CASS)**
Provided **219,858** bed nights to **4,060** individuals facing homelessness in our community.
- **Chaplaincy for the Homeless**
Served **28,607** individuals Valley wide, providing hope and encouragement on their journey toward self-sufficiency.
- **Circle the City**
The Health Clinic completed **18,910** visits serving **3,208** patients and the Medical Respite Program completed **16,461** visits serving **227** patients.
- **Community Bridges, Inc. (CBI)**
Enrolled **680** individuals for ongoing behavioral health and substance abuse services and **1,934** for interim services related to the connection to ongoing services, community resources, diversion, housing and positive transitions off the campus into community.
- **ELAINE**
Provided **8,906** rides to **1,978** individuals to locations focused on the Social Determinants of Health. Thirty-nine individuals gained stable employment and another 62 were transitioned into permanent housing because of a ride from Elaine.
- **Homeless Court**
Heard **284** cases from 78 individuals, resulting in **\$148,670** fines resolved and **31,633** restitution hours.
- **Homeless I.D. Project**
Provided clients with **14,446** replacement identification documents needed for employment, housing, and basic benefits. Documents include Arizona state IDs and Birth Certificates from all 50 states.
- **St. Joseph the Worker**
Served **816** individuals with intakes and employment support services, and assisted **404** clients in gaining quality employment. Average pay was **\$17.75/hour** with **81%** of people eligible for benefits.
- **St. Vincent de Paul**
Served **702,614** meals and grew **3,000** pounds of produce in the urban farm on Key Campus.



Twenty Years of the Mike McQuaid Legacy

When Mike McQuaid held the first fundraising breakfast for the Human Services Campus in 2004, before the Campus' official 2005 opening, about 40 people attended to learn about this revolutionary, collaborative approach to alleviating homelessness in downtown Phoenix and across Maricopa County. Deeply involved in the planning, funding and vision for the campus, Mike and the other co-founders had no idea the Campus would soon become a national model of a how a public and private partnership could be so successful in addressing homelessness.



Mike's vision, commitment, and advocacy was reflected not only in his leadership role, but also in his personal commitment and connection to the men and women experiencing homelessness and the campus that served them. Mike was deeply involved with the campus on a daily basis. He knew clients and staff by name, and was considered a mentor, friend and father-figure to so many people. Twenty years later, we continue to strive to "Be like Mike", serving more individuals every year and challenging the community to make systems changes to end homelessness for good.

We continue the Mike model of fundraising through the annual Mike McQuaid I Am Home Breakfast, and visitors from across the U.S. continue to visit the Campus to learn how to apply its successes to their respective communities.

Thank you, Mike McQuaid, for your relentless pursuit of solutions to end homelessness and for your legacy that inspires us all.

We Invite You to "Be Like Mike"

Sign up for our mailing list, pledge your support, tour the Campus, and learn about ongoing and upcoming volunteer opportunities at Key Campus and throughout the community.

**Working together.
Ending homelessness.**

